

Pasukat.et.al. Perception on The Commitment of Organization Board: Modelling with Importance Performance Analysis

PERCEPTION ON THE COMMITMENT OF ORGANIZATION BOARD: MODELING WITH IMPORTANCE PERFORMANCE ANALYSIS

Pasukat Sembiring¹⁾, Ujian Sinulingga²⁾, Marihat Situmorang³⁾

¹⁾Department of Mathematics, Universitas Sumatera Utara
Email: pasukat@usu.ac.id

²⁾Department of Mathematics, Universitas Sumatera Utara
Email: ujian.sinulingga@usu.ac.id

³⁾Department of Mathematics, Universitas Sumatera Utara
Email: marihatsitumorang63@gmail.com

ABSTRACT

This paper aims to find out the perception of an organization member on the commitment of its management. The variables studied are the level of importance and the level of satisfaction of the management performance. The sample used is taken proportionally from an organizational environment. Data collection methods using questionnaires and conducting interviews directly with respondents. The method used to measure perceptions using the Importance Performance Analysis (IPA) method. Statements are based on five characteristic dimensions according to the SERVQUAL method. In the paper using SPSS 22.00 syntax to measure the validity, reliability and analysis of research data. The results of data analysis will be able to explain the very dominant factors that affect the interests and satisfaction of organizational members on the performance of the board, so that it can contribute to the improvement of the vision and mission of the organization.

Keyword : Statistic, IPA, ERVQUAL

1. INTRODUCTION

Activities will not exist if there is no environment and vice versa. Environment and living things interact with one another. The environment, as it is, experiences development along with the development of living things that live around it. The environment will continue to develop through the activities of living things while life is still going on, as well as the organism itself.

The environment that exists today is an environment that has been processing and developing for years through previous lives. The present environment is the result of the adaptation of every era. Even so, the present situation does not always last forever. Every individual who occupies an environment at a certain time, has perceptions to form a better

environment. They adapt and regulate the environment in which they work.

Perception is how individuals choose, organize, and interpret their impressions to give meaning to the surrounding environment. However, what a person feels can be very different from what is expected. Very often we feel incompatible with what is happening around us. This is related to the human nature of home economics which is never satisfied in meeting their needs, in this case satisfaction with their environment.

In the previous paper on student perceptions of university education organizations where they studied, many factors influenced student perceptions of the lecture environment. Likewise, with the university environment, must be able to know the factors that are considered important for

improvement. These factors are compiled into questionnaires based on five dimensions of Service Quality (SERVQUAL) developed by Zeithaml, Parasuraman and Berry. SERVQUAL scale includes five dimensions namely Tangibles, Reliability, Responsiveness, Assurance and Empathy. Data analysis methods with the Importance Performance Analysis (IPA) used were able to describe students' perceptions of the performance of the university environment.

From the previous research, researchers wanted to re-test the reliability and ability of the IPA method for other cases. In this paper, researchers use a forum of social organization consisting of managers and members of the organization. The organization under study is an environment that has been established for a long time, has a history and has developed to this day. To be able to continue to run, the organization requires leaders and management of the organization that is legally appointed by its members.

A church administrator is required to have service and service in carrying out his duties. In accordance with this matter, the management is committed to carrying out their duties. The commitment in the Big Indonesian Dictionary (Department of National Education Language Center, 2008) is defined as an agreement or contract (attachment) to do something. Luthans (2005) says that organizational commitment is a strong desire to remain a member of the organization, a willingness to exert its best efforts for the organization, and a deep conviction, as well as accept, the values and goals of the organization. In other words, organizational commitment is related to the efforts made by members for the organization. Without the commitment of its members, an organization will not be able to run well because there is no maximum effort from its members. Allen and Meyer (1991) say there are three components of organizational commitment, namely: affective commitment,

ongoing commitment, and normative commitment.

Generally, the problem complained of by members is the lack of active management of some of the boards which results in constraints on the needs of the organization, differences in treatment of members based on their social status, lack of compact management, and lack of provision for members. In accordance with the MOU between Deli Serdang Regency and the University of Sumatra Utara concerning the development of education, research and community service number 9677 / UN5.1.R / KPM / 2014 dated 26 November 2014 in Article 2 paragraphs 2 and 3, a study is needed and community service in Deli Serdang district. For this reason, this research is a form of contribution in meeting the MOU.

2. METHOD

The research method used in this study is descriptive quantitative type research method. This type of research method is used with a view to finding facts with the right interpretation and the aim is to find a systematic picture, and accurate facts.

2.1. Early Implementation

At this stage several activities are carried out, among others:

a. Data Collection

The population in this paper is a member of a socio-religious organization, the Catholic Church of Stasi Santo Paskalis Diski, Deli Serdang. The sampling technique used in this research is accidental sampling, namely who can be found members who are willing to become respondents. Based on the Slovin formula, the minimum number of samples that can be taken is 100 respondents. The minimum number of sample sizes can also be determined based on Krecjie and Morgan Tables.

Pasukat.et.al. Perception on The Commitment of Organization Board: Modelling with Importance Performance Analysis

b. Literature Study

Literature study is carried out by looking for references to the theoretical needs of research-based community service activities. Study literature in the form of books, journals, and the internet.

c. Needs Analysis

At this stage, analyze the needs that can support the implementation of activities. Some aspects of needs analysis include location, equipment, reading materials and supporting equipment.

d. Location Review

Researchers make a visit to the location of the activity as part of the implementation phase so that the team can find out the conditions of the field that will be the place for the implementation of the activity. The site review was conducted repeatedly to ensure interactive communication with activity partners. The location of the activities was carried out in the Diski neighborhoods of Sunggal Subdistrict, Deli Serdang Regency, Sumatra Utara.

Where:

\bar{X}_i = Factor average performance to i , where $i = 1, 2, 3, \dots, N$

\bar{Y}_i = Average factor interest to i , where $i = 1, 2, 3, \dots, N$

X_{ij} = Score factor performance levels to i from the respondent to j , where $i = 1, 2, 3, \dots, N$ and $j = 1, 2, 3, \dots, n$

Y_{ij} = Score the level of importance of the factor to i from the respondent to j , where $i = 1, 2, 3, \dots, N$ and $j = 1, 2, 3, \dots, n$

N = Number of factors / attributes

n = Number of respondents

Whereas to obtain the average of all the factors of importance and level of satisfaction based on equation (1) is obtained by the equation:

$$\bar{X} = \frac{\sum_{i=1}^N \bar{X}_i}{N} \quad \text{and} \quad \bar{Y} = \frac{\sum_{i=1}^N \bar{Y}_i}{N} \quad (2)$$

where:

\bar{X} = The average of all performance / satisfaction level factors

\bar{Y} = The average of all factors of interest level

2.2. Importance Performance Analysis and SERVQUAL

The Importance Performance Analysis (IPA) method was originally developed to find an overview of the relationship between the level of importance and performance of marketing. The approach with this method is not something new in research. The relationship is then described in a diagram to then analyze the strengths and weaknesses of the company's services. The diagram is divided into four regions, the dividing lines are the average of each level of importance and level of satisfaction. The formula used:

$$\bar{X}_i = \frac{\sum_{j=1}^n X_{ij}}{n} \quad \text{and} \quad \bar{Y}_i = \frac{\sum Y_{ij}}{n} \quad (1)$$

The diagram of the division of regions with the IPA method is illustrated in Figure 1. To compile the factors that influence the quality of performance, a system of compilation of questionnaires is needed with SERVQUAL. With the SERVQUAL method, all the factors studied are arranged into five dimensions, namely factors: tangible, reliability, responsiveness, assurance, and empathy. This dimension is used to facilitate the preparation of the science research questionnaire.

Pasukat.et.al. Perception on The Commitment of Organization Board: Modelling with Importance Performance Analysis

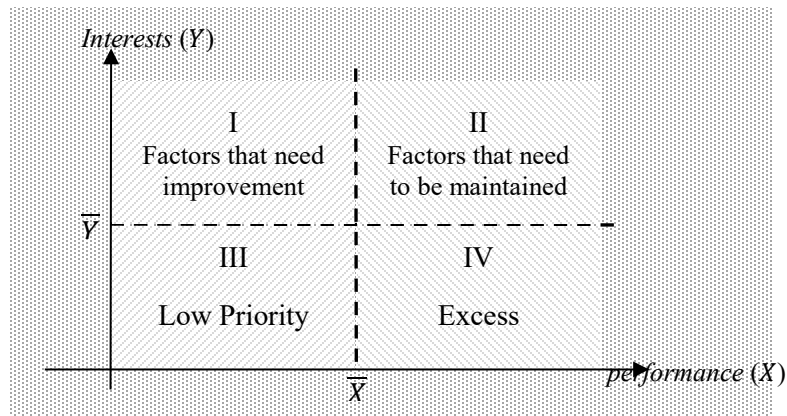


Figure 1. IPA analysis diagram

3. RESULT AND DISCUSSION

3.1. Respondent Data Analysis

The following is a graph of respondent's answers from 25 factors.

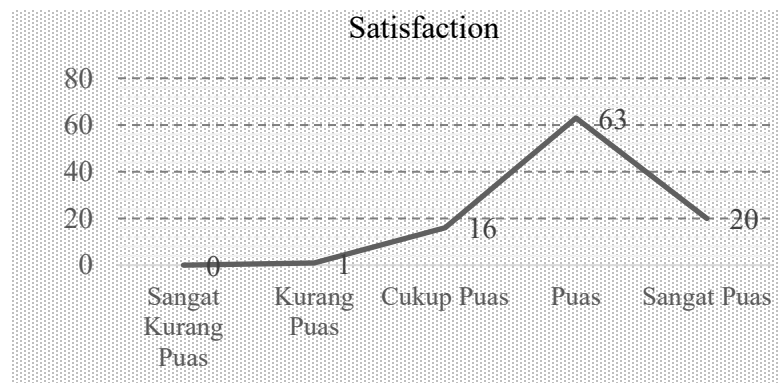


Figure 2. Graph of Performance Level According to Respondents

Pasukat.et.al. Perception on The Commitment of Organization Board: Modelling with Importance Performance Analysis

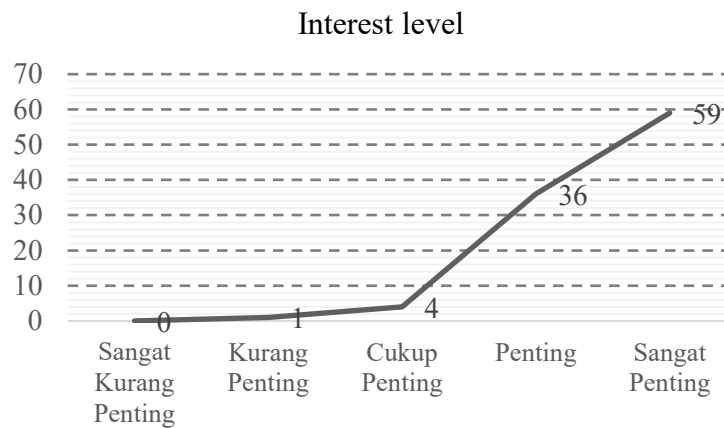


Figure 3. Interest Rate Chart According to Respondents

3.2. Data Validity and Reliability Test

Validity test is done to determine the validity of the questionnaire used for data collection, obtained by calculating the correlation of each score from the respondent's answer. Validity test is done using SPSS 22.00 program with the following criteria:

- If $r_{count} \geq r_{table}$ then the question item is valid
- If $r_{count} < r_v$ then the question item is not valid
- r_{count} can be seen in the Corrected Item Total Correlation column
- r_{table} under the condition $df = (n - 2)$ and a significance level of 5% that is $df = (100 - 2) = 98$, with value $t_{tabel} = 1,660551217$ so that the value is obtained r_{tabel} :

$$r_{table} = \frac{t}{\sqrt{df + t^2}}$$

$$r_{table} = \frac{1,660551217}{\sqrt{98 + 1,660551217^2}} = \frac{1,660551217}{10,03780007} = 0,165429796 \approx 0,165$$

Then the r_{tabel} is value 0,165

Table 1. Data Validity Test for Satisfaction and Interest of Respondents

Attribute	Pearson Correlation (r_{hitung}) ($\times 10^{-1}$)		r_{tabel} ($\times 10^{-1}$)	Status	
	Satisfaction	Interests		Satisfaction	Interests
A1	6,46	5,65	1,65	Valid	Valid
A2	6,14	5,04	1,65	Valid	Valid
A3	6,29	5,58	1,65	Valid	Valid
A4	5,83	7,41	1,65	Valid	Valid
A5	6,19	6,89	1,65	Valid	Valid
A6	7,37	6,15	1,65	Valid	Valid
A7	4,79	4,22	1,65	Valid	Valid
A8	6,43	5,51	1,65	Valid	Valid

Pasukat.et.al. Perception on The Commitment of Organization Board: Modelling with Importance Performance Analysis

A9	6,24	7,31	1,65	Valid	Valid
A10	7,01	7,77	1,65	Valid	Valid
A11	6,70	7,35	1,65	Valid	Valid
A12	6,82	7,42	1,65	Valid	Valid
A13	7,54	7,62	1,65	Valid	Valid
A14	7,32	7,01	1,65	Valid	Valid
A15	7,82	7,50	1,65	Valid	Valid
A16	6,94	6,22	1,65	Valid	Valid
A17	5,43	6,87	1,65	Valid	Valid
A18	5,93	6,78	1,65	Valid	Valid
A19	6,73	7,75	1,65	Valid	Valid
A20	6,34	7,42	1,65	Valid	Valid
A21	6,95	7,41	1,65	Valid	Valid
A22	6,83	8,29	1,65	Valid	Valid
A23	5,98	7,17	1,65	Valid	Valid
A24	6,57	7,33	1,65	Valid	Valid
A25	6,15	7,76	1,65	Valid	Valid

Source: Data with SPSS 22.00

Table 1 shows that for all attributes the question of satisfaction level and all attributes of the question of importance level can be said to be valid.

Reliability testing was carried out using the 22.00 SPSS program with the following criteria:

- If value Cronbach's Alpha ≥ 0.6 then the data in this study are said to be reliable
- If value Cronbach's Alpha < 0.6 then the data in this study are said to be unreliable

The results of data processing with SPSS 22.00 that the value of Cronbach's Alpha satisfaction level factors = $0.942 > 0.6$ so that the perceptual data of respondents is reliable

and can be used for this study. While the value of Cronbach's Alpha factors of importance level = $0.952 > 0.6$ so that the perception data of the respondents is also reliable and can be used for this paper.

3.2. Analysis of Performance Interest Level with Importance Performance Analysis (IPA) Method

Quadrant analysis is a building that is divided into four sections which are bounded by two lines that intersect perpendicular to the points (x, y), where x is the average of the score of the implementation level of all factors and y is the average of the average score of the level of importance of all factors that influence the satisfaction of service users.

Table 2. Calculation Result of SERVQUAL dimension with IPA Method

Attribute	Information	Average (\bar{X}_i)	Average (\bar{Y}_i)
I. Dimensions of Physical Evidence (Tangible)			
A1	Church cleanliness and neatness	3,74	4,59
A2	Has parking space	3,79	4,34
A3	Equipment in support of complete worship	3,97	4,53
A4	Seating for pianists, worship officials, altar servants (choirs) and choir members is clearly arranged	4,18	4,63
A5	Availability of church bulletin boards and appropriate use	3,77	4,30
A6	Condition of supporting equipment in the church	3,72	4,35
A7	Cleanliness and availability of clean water in the toilet	2,79	4,20

Pasukat.et.al. Perception on The Commitment of Organization Board: Modelling with Importance Performance Analysis

II. Reliability Dimension (Reliability)			
A8	The Imam / Leader of worship delivers the sermon material clearly	4,38	4,67
A9	Worship takes place according to the schedule	4,28	4,61
A10	The regulations applied in the church are right on target	4,02	4,42
A11	The selection of worship songs in accordance with the rules of the church celebration	4,29	4,60
A12	Use of the Organ / Piano church by the Organist / Pianist	4,10	4,48
A13	The socialization of the church management work plan	3,92	4,43
III. Response Dimension (Responsiveness)			
A14	The ability of church administrators to answer people's questions clearly	3,92	4,39
A15	The availability of the church in responding and responding to the complaints of the people	3,78	4,46
A16	The Church accepts and serves the invited guests of the church well	4,13	4,50
A17	Church administrators serve file management quickly and professionally (marriage letters, baths, chrism, etc.)	4,15	4,47
A18	Church administrators act according to procedures	3,99	4,44
IV. Guarantee Dimension (Assurance)			
A19	The church's environmental security and the presence of security officers	4,06	4,70
A20	Ease of obtaining information (activity schedule, church news, procedures, etc.)	4,05	4,57
A21	Clarity of the administrative provisions in the administration	4,03	4,56
V. Dimension of Concern (Empathy)			
A22	Church priests / administrators provide motivation for the people	4,21	4,65
A23	Church administrators pay attention to the condition of the church	4,13	4,52
A24	The existence of a church organization supports the aspirations and interests of the people	3,89	4,34
A25	Church administrators are polite and friendly	4,28	4,61
Average		$\bar{X} = 3,983$	$\bar{Y} = 4,494$

Processed data, 2018

The results of the calculations in Table 2 are arranged in the quadrant IPA diagram as shown in Figure 4.

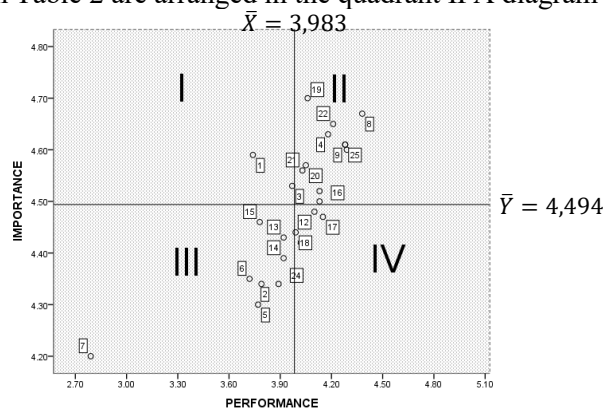


Figure 4. Distribution of attribute scores into the IPA Quadrant

- a. Quadrant I (Main Priority), in this quadrant describes the factors that are considered important and expected by the people but the performance of the

church management has not given satisfaction to what is expected optimally, thus making the people feel disappointed. This dimension needs to

- be prioritized for improvement. Attributes included in quadrant I are:
- 1) Church cleanliness and neatness
 - 2) Availability of church bulletin boards and appropriate use
- b. Quadrant II (Maintain Achievement), is the quadrant that is most expected by the people, these attributes are in accordance with what is felt and as factors that are considered important and are expected to support the satisfaction of the people so that the church management is obliged to maintain the performance achievement. Attributes that include quadrant II are:
- 1) Seats for pianists, worship officers, altar attendants (misdinar) and choir members are clearly arranged
 - 2) Priest / worship leader delivers the sermon material clearly
 - 3) Worship takes place according to the schedule
 - 4) Selection of worship songs according to the rules of church celebrations
 - 5) The Church receives and serves the invited guests of the church well
 - 6) Security of the church environment and the presence of security officers
 - 7) Ease in obtaining information (activity schedule, church news, procedures, etc.)
 - 8) Clarity in the costs of administrative provisions in management
 - 9) Church Imams / Administrators provide motivation for the people
 - 10) Church administrators pay attention to the condition of the church
 - 11) Church administrators are polite and friendly
- c. Quadrant III (Low Priority), there are factors that are considered to have a low level of perception or actual performance and are not too important or not too expected by the people so that the church management does not need to prioritize or give more attention to these factors. Attributes that include quadrant III are:
- 1) Has parking space
 - 2) Cleanliness and availability of clean water in the toilet / bathroom.
 - 3) Condition of supporting equipment in the church
 - 4) Cleanliness and availability of clean water in the toilet / bathroom
 - 5) The socialization of the church management work plan
 - 6) The ability of church administrators to answer people's questions clearly
 - 7) Availability of the church in responding to and responding to complaints of the people
 - 8) The existence of an ecclesiastical organization supports the aspirations and interests of the people
- d. Quadrant IV (Excessive), in this quadrant there are factors that are considered not too important and not too expected by the people so that the church management is better to allocate resources related to these factors to other factors that have a higher priority level. Attributes that include quadrant IV are:
- 1) The regulations applied in the church are on target
 - 2) Use of church organ / piano by an organic / pianist
 - 3) Church administrators serve file management quickly and professionally (marriage letters, baths, chrism, etc.)
 - 4) Church administrators act according to procedures

Pasukat.et.al. Perception on The Commitment of Organization Board: Modelling with Importance Performance Analysis

4. CONCLUSION

This paper aims to determine the level of satisfaction of members of the members' perceptions of the performance of the organizers of the organization, in this study socio-religious organizations. The IPA method is used to measure the relationship between consumer perceptions and priority of product / service quality improvement, which is also known as quadrant analysis. In general, members have been satisfied with the service of the board based on 25 attributes in this study. Important attributes to improve are the cleanliness and neatness of the church, the use of church notice boards and their effective use. These results emphasize that church administrators maintain their performance because they are considered very important by respondents.

5. ACKNOWLEDGMENTS

Thank you to those who have helped both substantially and financially. To the Chancellor of the University of Sumatera Utara (USU) through the Community Service Agency (LPM) USU has assisted through USU Non-PNBP funds in 2018 in accordance with the Letter of Assignment Agreement in the Implementation of the Skim-Based Community Service Program Hi Link Number 175 / UN5.2.3. 2.1 / PPM / 2018, April 16, 2018.

REFERENCES

- [1] Anderson, S., Hsu, Y. C., & Kinney, J. 2016. *Using Importance-Performance Analysis to Guide Instructional Design of Experiential Learning Activities*. Online Learning, 20(4), n4.
- [2] Bahasa, T. P. K. P., & Indonesia, K. B. 2008. *Pusat Bahasa Departemen Pendidikan Nasional*. Jakarta: Pusat Bahasa.
- [3] Cugnata, F., & Salini, S. 2014. *Model-based approach for importance-performance analysis*. Quality & Quantity, 48(6), 3053-3064.
- [4] Indonesia, K. W., & Kanisius, P. 2009. *Kompendium Katekismus Gereja Katolik*. Yogyakarta: Kanisius.
- [5] Ingold, T. 2002. *The perception of the environment: essays on livelihood, dwelling and skill*. Routledge.
- [6] Langton, N., Robbins, S. P., & Judge, T. A. 2013. *Fundamentals of organizational behaviour*. Pearson Education, Canada.
- [7] Luthans, F., Avolio, B. J., Walumbwa, F. O., & Li, W. 2005. *The psychological capital of Chinese workers: Exploring the relationship with performance*. Management and Organization Review, 1(2), 249-271.
- [8] Mallya, J., & Patwardhan, V. 2018. *Hospitality Students' Perception of College Library Service Quality: Importance-Performance Analysis*. DESIDOC Journal of Library & Information Technology, 38(2).
- [9] Meyer, J. P., & Allen, N. J. 1991. *A three-component conceptualization of organizational commitment*. Human resource management review, 1(1), 61-89.
- [10] McLeay, F., Robson, A., & Yusoff, M. 2017. *New applications for importance-performance analysis (IPA) in higher education: Understanding student satisfaction*. Journal of Management Development, 36(6), 780-800.
- [11] Sembiring, P., Sembiring, S., Tarigan, G., & Sembiring, O. D. 2017. *Analysis of Student Satisfaction in The Process of Teaching and Learning Using Importance Performance Analysis*. In Journal of Physics: Conference Series (Vol. 930, No. 1, p. 012039). IOP Publishing.
- [12] Soliha, E., & Maharani, K. 2012. *Organisasi dan Lingkungannya*. Benefit: Jurnal Manajemen Dan Bisnis,

Pasukat.et.al. Perception on The Commitment of Organization Board: Modelling with Importance Performance Analysis

- 15(1), 138-153.
- [13] Staw, B. M., & Sutton, R. I. (Eds.). 2000. *Research in organizational behavior* (Vol. 22). Elsevier.
 - [14] Triwibowo, S., Rukmi, H. S., & Harsono, A. 2014. *Usulan Peningkatan Kualitas Pelayanan Pada Kawasan Wisata Kawah Putih Perum Perhutani Jawa Barat dan Banten dengan menggunakan Metode Service Quality (SERVQUAL)*. Reka Integra, 2(1).
 - [15] Yin, S. Y., Huang, K. K., Shieh, J. I., Liu, Y. H., & Wu, H. H. 2016. *Telehealth services evaluation: a combination of SERVQUAL model and importance-performance analysis*. Quality & Quantity, 50(2), 751-766.